MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

BRS2014 – RECRUITMENT AND SELECTION

(All sections / Groups)

11 JULY 2023
9:00 a.m – 11:00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 4 pages with 4 Questions.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Students are allowed to use non-programmable scientific and financial calculators.
3. Please write all your answers in the Answer Booklet provided.

SD Plantations' planned RM711mil new plant to provide synergistic earnings growth

Sime Darby Plantation is a subsidiary of Sime Darby Berhad, a Malaysian multinational conglomerate and the world's largest producer of Certified Sustainable Palm Oil (CSPO), with a production of 2.097 million MT. Sime Darby Plantation has expanded its operations beyond Malaysia to other countries, such as Indonesia, Liberia, and the Solomon Islands. This has allowed the company to diversify its production base and reduce its exposure to any one country or region.

Sime Darby Plantation Bhd's (SD Plantation) plans to build a new specialty oils and fats refinery in Sumatera will add value to its long-term strategy and provide synergistic earnings growth for its upstream business, MIDF Research said. The expansion, through its downstream division Sime Darby Oils (SDO), will have a built-up area of 6.47 hectares and was given RM711.18 million in funding.

The anticipated start-up date for the refinery is 2024. "MIDF Research anticipate this expansion in downstream segment to cater higher production coming from immature and young mature cultivation of 32,610 hectares (17 per cent) and 55,629 hectares (29 per cent) in upcoming three to four years. "This investment is intended to add value to SD Plantation's long-term plan and provide synergistic earnings growth for its upstream business.

Adapted from: https://www.nst.com.my/business/2022/11/848541/sd-plantations-planned-rm711mil-new-plant-provide-synergistic-earnings

QUESTION 1

a) Sime Darby Plantation has decided to examine how people in the engineering department at Sime Darby Plantation move internally and to predict their future availability

To do this, the human resource department has gathered the following data:

		Transition Possibilities (2021 – 2022)					Current (2022)
Job Category	Level	PE	SPE	S	TM	Exit	No. Employees
Plant Engineer (PE)	1	.70	.10	.00	.00	.20	80
Senior Plant Engineer (SPE)	1	.10	.60	.20	.00	.10	40
Supervisor (S)	2	.00	.00	.80	.10	.10	30
Team Manager (TM)	2	.00	.00	.00	.90	.10	10

Based on the data provided above, create a Markov analysis table to predict the number of individuals that will be available in each job category by 2023.

(15 marks)

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b) Sime Darby Plantation anticipates sustained growth and expansion plans. Propose **TWO (2)** strategies that Sime Darby Plantation can adopt to overcome the shortage of employees.

(10 marks)
(Total: 25 marks)

QUESTION 2

a) Sime Darby Plantation accelerated growth and expansion plans will necessitate an increase in the number of Team Managers.

Recommend **THREE (3)** external recruitment methods that you believe would be highly effective in fulfilling the vacant Team Manager roles, and provide reasons to justify your selection.

(15 marks)

b) Propose **TWO (2)** recommendations for developing an effective employee value proposition (EVP) for Sime Darby Plantation

(10 marks)
(Total: 25 marks)

QUESTION 3

a) Recommend **THREE (3)** external substantive assessment methods that would be appropriate for making staffing decisions to fill a Team Manager position at Sime Darby Plantation. Provide a rationale to support your suggestions.

(15 marks)

b) In addition to being aware of the issues that should be included in a job offer, comprehending the complete job offer process is equally significant. The content of any specific job offer must be formulated within a broad context of considerations. Once these have been taken into account, the specific offer must be developed and presented to the finalist.

Identify and describe **TWO (2)** factors that Sime Darby Plantation should take into account when formulating a job offer.

(10 marks)
(Total: 25 marks)

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QUESTION 4

After an intensive selection procedure from a starting group of 100 candidates, three candidates have been shortlisted.

Exhibit A shows the job description and job specification for the Team Manager position.

Exhibit B displays the findings of various selection methods for the three finalists, including details from an earlier resume screen.

Based on Exhibit A and Exhibit B, evaluate **EACH** finalist and make a decision on who you would hire for the Plant Supervisor position, providing a justification for your decision.

(Total: 25 marks)

Exhibit A: Job Description of Team Manager

I. Description

- Working closely with Plantation Manager and other members of staff to conceptualize the strategies.
- Monitor and supervise the plantation of palm oil for optimum yield and quality production.
- Providing leadership and strategic guidance to all Agriculture aspects (R&D, Development, Harvesting, and Maintenance).
- To review daily work progress reports for compilation of monthly report/daily report.
- Implementation and monitoring of budgets to ensure overhead costs are managed

II. Requirements:

- Proven working experience of at least 3 years in managing palm oil plantations/ farming.
- Degree in Agriculture/Forestry/Science & Technology or any related field.
- Solid Technical Background with understanding in a Palm Oil Mill.
- Experience in Malaysian Sustainable Palm Oil (MSPO) certification process is an added advantage.
- Strong experience in managing plantations in various location
- Proven track-record in managing multiple estates
- Excellent communication skills and proficiency in English and Bahasa Indonesia
- Interpersonal, Strong Leadership, Problem-Solving and Time Management Skills

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Exhibit B – Results of Assessment of Finalist for Team Manager

	Finalist 1 –Andrew Tan	**Finalist 2 – Ravi Raj**	**Finalist 3 – Abu Ahmad**
Resume	CGPA 3.5	CGPA 3	CGPA 3.9
	Bachelor of Agriculture Science	Master of Science in Agricultural Mechanisation and Automation By Research	Bachelor of Agricultural Science (Plantation Management) (Honours)
	2 years of experience as Sustainability Officer (Based in Palm Oil Mill) 2 years of experience as Plant Supervisor at an oil palm plantation.	3 years' experience as Field Researcher for a oil palm plantation	3 years of experience as Operations Executive at an oil palm mill. 3 years of experience as Plant Supervisor at an oil palm mill.
	Knowledge of developing and managing agricultural activities with emphasis on sustainable farming practices and environmental conservation as well as providing good advice to farmers.	Knowledge of advanced machinery design and development in bio production robots, harvesters, planters, chemical sprayers and other agricultural implements for plantation and agricultural field operations	Possess agricultural knowledge as well as practical skills in managing plantation crops using sustainable technology. Experience in MSPO certification process
	Winner of HSBC Business Case Study Competition Silver Medal for International Invention, Innovation & Technology Exhibition	Football State Player	Malaysian Youth Toastmasters Club president Business society club secretary
Situational Judgement Test	85 % Good Rating	70% Average Rating	80 % Good Rating
Structured interview	80 % Good Rating	85% Good Rating	90 % Excellent Rating
Personality Test	80% Good Rating	80% Good Rating	80% Good Rating

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